

DDS&T-4773-79

18 September 1979

MEMORANDUM FOR: Director of Personnel

FROM: Leslie C. Dirks
Deputy Director for Science and Technology

SUBJECT: Senior Executive Service

REFERENCE: Basic Proposals Senior Executive Service
Revised 14 September 1979

1. I have reviewed the most recent version of the proposal for a CIA Senior Executive Service (reference) and find one major deficiency. It is my recollection that the Executive Committee agreed to substantial changes in the way performance awards were to be determined, and yet the revised proposal (pp 40-45) reflects only the most modest differences. Specifically, it is my understanding that the DCI/DDCI, in consultation with the DD's, will allot bonus pool dollars to each directorate on the basis of their perception of the quality of the overall performance of that directorate, and that the Deputy Director in consultation with the DDCI in turn will further divide this sum among the offices (divisions) of his directorate in accord with his views of the offices' respective levels of achievement. Each Office Director will then identify the 50 percent (more or less depending on DDCI and DD allocations in any given year) of his SIS cadre to receive awards and determine how much each is to receive subject to the total amount available. (A/IUO)

2. The office (or division) bonus determinations are subject to review and approval by the head of the career service concerned and final approval by the DDCI/DCI. SRB's will be concerned with promotions to the SIS 1, 2, and 3 levels and the career development program both within the SIS 1, 2, and 3 levels and the GS-15 "feeder group." The Office of Personnel

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SUBJECT: Senior Executive Service

will provide staff support on matters concerning the SIS both to the DDCI and to the agency level Senior Resources Board. I still have residual concerns about SPS positions. These concerns are described in the attachment. (A/IUO)

3. Since my understanding of the DDCI's decisions, reached as a result of the last Executive Committee meeting, on the SIS structure were crucial to setting aside most of my reservations on the SIS structure as proposed by the Office of Personnel SIS Task Force, I would appreciate it if you would let me know immediately if I have misunderstood the sense of the Executive Committee discussions and the DDCI's decisions. (A/IUO)



STATINTL

Leslie C. Dirks

Attachment: a/s


MEMORANDUM FOR:

Director of Personnel

NEAC

4961-79/1

I have reviewed the 14 September changes to the basic proposal for the Senior Executive Service. I have one objection to the changes -- to be found on page 37. It concerns the limitation that "an officer awarded either a Meritorious or Distinguished Officer rank-stipend shall not be eligible to be awarded that same rank during the following four fiscal years." I feel that "four" years is too long a period and should be reduced at the most to one year.


John J. Hicks
DD/NEAC

STATINTL

Date 18 Sept 79

FORM 5-75 101 USE PREVIOUS EDITIONS

SPS ISSUE

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In the SIS structure as presently proposed, the current independent SPS structure disappears and all SPS personnel now in the DDS&T, NFAC and DDA will be folded into the SIS in a way identical to current supergrade personnel. It is clear that an acceptable SIS structure must offer the same benefits both for the current supergrade and SPS personnel, but at the same time we should preserve as much flexibility as possible in our ability to hire and promote exceptionally well qualified technical personnel which we have profited from under the current SPS system. Although OMB has set an upper limit of [REDACTED] on the number of SPS personnel we can have on board, we currently have, among the DDS&T, NFAC and DDA, only [REDACTED] SPS positions on the T/O, and even fewer incumbents. Thus this ceiling has never been a problem. But now the SG and SPS ceilings will be combined into a common SIS ceiling. Under the new system, it is conceivable that pressures to promote non-SPS types of personnel, long thwarted by the troublesome supergrade incumbency ceiling, could result in a spate of promotions thus consuming the additional headroom brought into the SIS from the SPS system. If this were to occur, it could become very difficult to fill key senior technical positions, formerly rated at SPS levels, with SIS personnel either hired from the outside or promoted from within. Perhaps the best way to deal with this potential problem is to monitor very closely promotions and lateral entries into the SIS ranks to make sure that some ceiling allocation can always be made available for our critical senior technical personnel.

Attachment to:
DDS&T-4773-79

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18 September 1979

MEMORANDUM FOR: Director of Personnel

FROM: John N. McMahon
Deputy Director for Operations

SUBJECT: Senior Intelligence Service - Basic Proposals

Comments:

1. Re page 12, item 5, it would appear from the wording of paragraph 5 that the Director of Personnel will submit "prioritized" recommendations to the DDCI for approval. I really don't believe that that is really what is intended and that point should be made clear.

2. It is essential that we make the conversions according to the conversion table on page 26 and not according to the narrative on page 22. I feel it is necessary that Directorates retain the flexibility to place and change supergrade positions. This is particularly true of the DDO overseas when the dynamics of crises situations demand it.

3. I am worried about the developmental plan which is now proposed because it implies that promotion to the SIS level requires certain criteria to be met; that is, having an employee get the proper tickets punched by rotating through many directorates. While this is admirable for a handful of people, if it becomes the norm or the basis for promotion, we will populate the Agency with a host of managers who have little or no substantive knowledge. I wish to reiterate that I am strongly opposed to any plan or personnel program which does not make the thrust of its endeavor the career development of specialists and experts who form the core of the Agency's knowledge.

STATINTL


John N. McMahon

Approved For Release 2002/01/08 : CIA-RDP89-01114R000300090029-4

18 SEP 1979

MEMORANDUM FOR: Director of Personnel

FROM : James H. Taylor
Comptroller

SUBJECT : Comments on the Senior Intelligence Service
(REVISED Draft, 14 September 1979)

REFERENCE : Your Routing Sheet Note of 14 September 1979

1. As you requested, I have reviewed the Basic Proposal for the Senior Intelligence Service as Revised 14 September 1979.

2. I have only one conceptual concern with the most recent draft. In my reading of the procedure for handling performance awards (and Meritorious and Distinguished Executive awards) endorsed by the Senior Resources Boards, I don't believe the sense of the decision made by the Executive Committee (at its meeting on 11 September 1979) has been captured. The Committee did not intend that the Director of Personnel or the SIS Support Staff do any winnowing or integrating of the award recommendations made by the Boards. It is my recollection that the Committee intended that this be a command rather than a staff function. Specifically, the DDCI decided to use a quota system. The DCI/DDCI, in consultation with the Deputy Directors (or possibly the SISAS as such), will allocate the number of awards to each directorate based on the performance of that directorate against stated goals. Each Deputy Director, in turn, will distribute his allocation among his offices/divisions. Thus, no Agencywide prioritized list is needed. I believe it was the consensus that the prioritized lists of recommendations prepared by the Senior Resources Boards and endorsed by the Deputy Directors would be the basis on which recommendations ultimately would be submitted to the DCI/DDCI for final approval. It was my understanding that the Director of Personnel's role in this procedure is to review the line decisions for possible inequities, such as for example biases against people on rotational assignments, and for adherence to prescribed procedures. I believe these concepts need to be incorporated in the SIS revised draft and that the responsibility of the Director of Personnel (SIS Support Staff) for providing staff support as now outlined on pages 44-46 modified accordingly.

3. One other area is of minor concern. In my view, the last two action responsibilities outlined for the Senior Resources Boards (pages 15-16) are more properly the responsibility of the existing Career Service Panel/Board structure. While the membership of the Senior Resources Boards and the Career Service Panels/Boards may be the same, I believe the distinction here is important. I suggest the two subparagraphs be deleted from the SIS proposal — or at least the point should be made clearly that the existing Career Service structure will handle both comparative value rankings and competitive merit promotion exercises.

4. We also have noted a number of minor technical/editorial changes which we believe should be made before the proposal is submitted to the DCI/DDCI for final approval. We have given our suggested changes directly to your staff.



James H. Taylor

STATINTL

DCI/RM-79-0049
September 18, 1979

MEMORANDUM FOR: Director of Personnel

STATINTL

FROM:

[REDACTED]
Deputy to the DCI for Resource Management

STATINTL

[REDACTED]
Deputy to the DCI for Collection Tasking

SUBJECT: Senior Executive Service

1. We have reviewed the corrections to the Senior Intelligence Service proposals that are contained in your draft dated 14 September. Attached are our annotations to that draft. Essentially we eliminated references to "the Agency" when provisions are to apply to both CIA and ICS. In a few instances we caught oversights that you have probably already noted. In addition to these changes, we would like the final document, which Mr. Carlucci will be asked to approve, to include the paragraph under "Fundamental Proposals" which now appears in the foreword to the effect that the policies and procedures of the Senior Intelligence Service will be fully applicable to all organizational elements of both the Central Intelligence Agency and the Intelligence Community Staff, with each managed and administered under separate but parallel systems.

2. We understand you will be discussing the final draft with Mr. Carlucci this afternoon. If you have any questions about our recommended changes, please feel free to contact either one of us.

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